
Department of Safety and Inspections

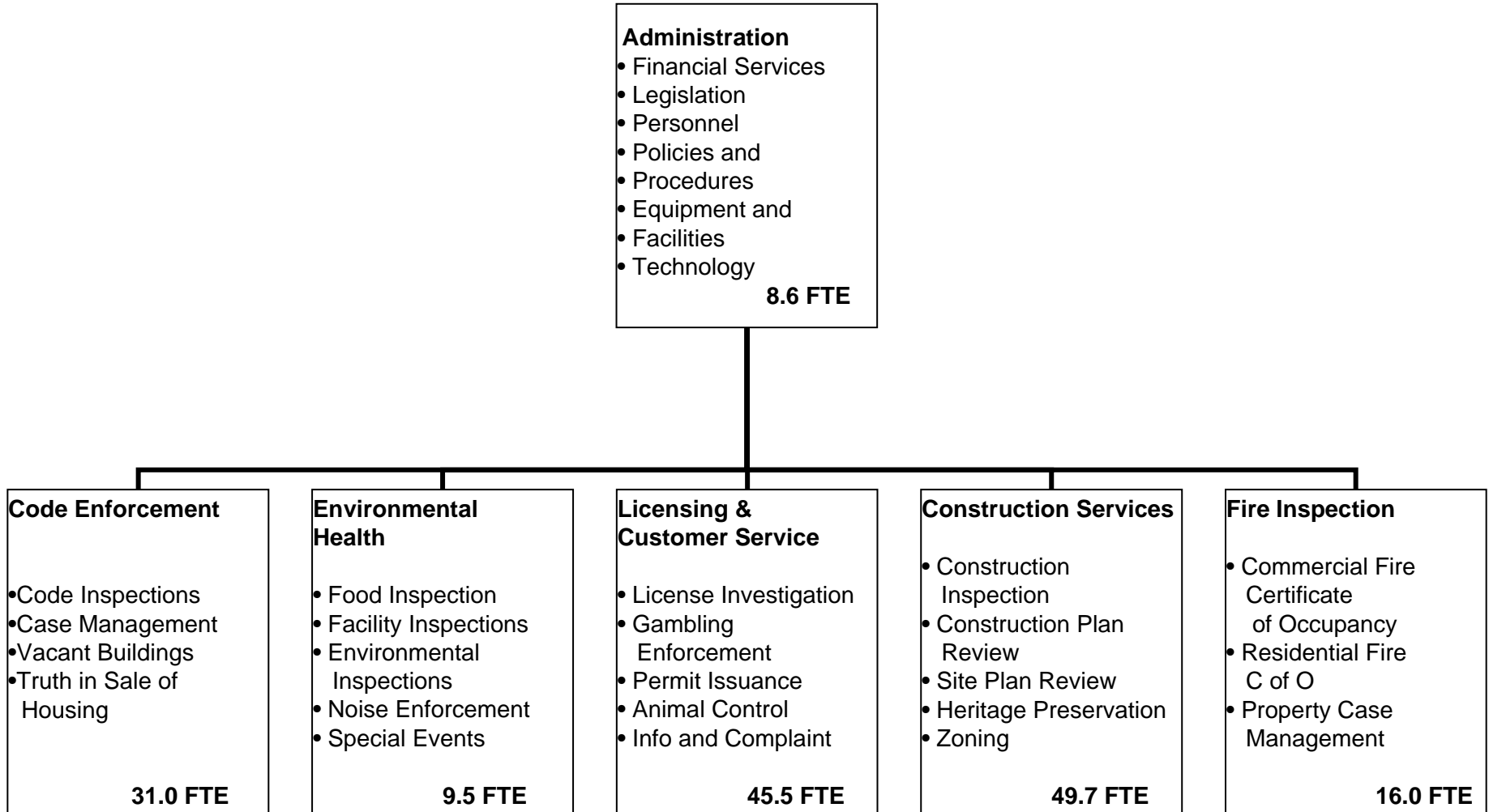


April 18th, 2007

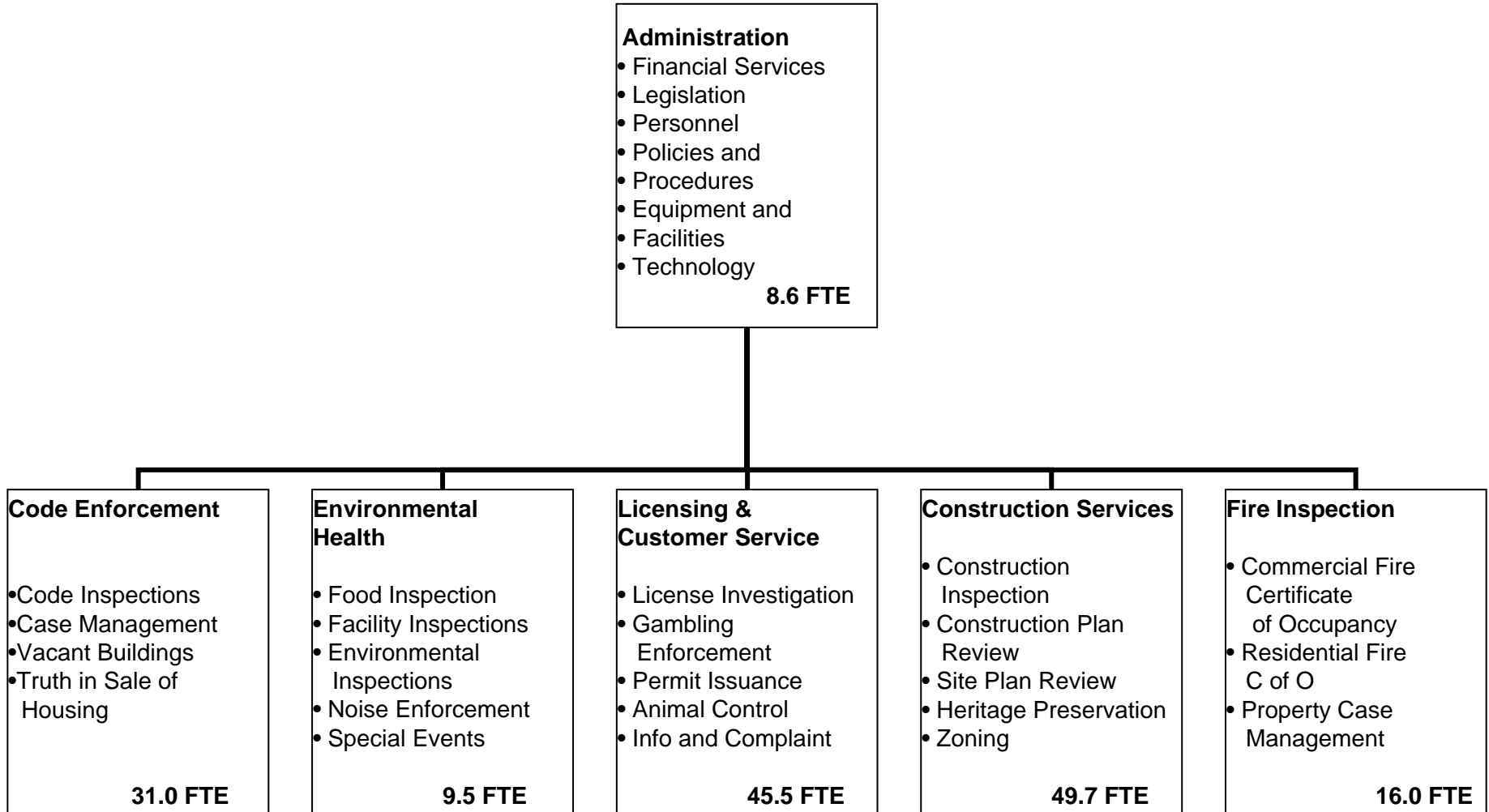
Mission (Subject to Refinement)

- Set a standard of excellence as a dynamic, innovative organization that ensures public health and safety and consistently exceeds customer expectations
 - (1) Keep the City clean (2) keep the housing habitable and (3) make our neighborhoods as safe and livable as possible.
 - Protect the life and property of the people in Saint Paul by providing quality service by dedicated professionals.
-

Department of Safety and Inspections



Department of Safety and Inspections



DSI Services

- Code Enforcement
 - Building Permits and Construction Inspections
 - Business Licensing
 - Fire Certificate of Occupancy Inspection for all rental and commercial properties
 - Animal Control
 - Zoning
 - Heritage Preservation
 - Plan Review
 - The Information and Complaint function (formerly Citizen Services)
 - Truth in Sale of Housing
 - Food Inspections
 - Vacant Buildings
 - Environmental Health
-

Objectives and Alignment



1. Implement the new Department of Safety and Inspections
 2. Implement inspections of all one and two unit rental properties in the City
 3. Reduce the number of vacant buildings
 4. Improve communication and cooperation with AFSCME LMC
 5. Continue to work on the Rejuvenation of the Citizen Service Program
 6. Complete a major license and permit fee study
-

Objectives and Alignment (cont'd)

7. Heritage preservation staff will work with PED to incorporate preservation planning into the broader planning process
 8. Support the development and implementation of the Invest Saint Paul Program
 9. “Put teeth” into the Truth in Sale of Housing inspection program
 10. Put teeth into the Restaurant Inspection Program
 11. Expand Walk and Talks in the Neighborhoods
 12. Improve the solid waste collection system
 13. Improve enforcement and coordination of services in the skyways
-

Alignment Spread Sheet

| | Goal 1 Life Long Education | Goal 2 Safe Housing Streets | Goal 3 Economic Opportunity | Goal 4 Healthy Living | Goal 5 Quality Infrastruct ure | Goal 6 Soul of the City | | In Collaboration With: | Champion or Sponsor | DSI Lead, Support, or Partner | DSI Project Manager(s) | Approximate Time Frame |
|--|----------------------------------|--------------------------------------|-----------------------------------|-----------------------------|---|-------------------------------|--|-------------------------------------|--|-------------------------------------|----------------------------|--|
| Current Major Initiatives | | | | | | | | | | | | |
| A. Create Department of Safety & Inspections (DSI) | Supportive | Strong Alignment | Strong Alignment | Strong Alignment | Supportive | | | Police, Fire CAO | Mayor Coleman | Lead | Bob Kessler | Effective 1-1-07 Fully Functional by 7-1-07 |
| B. Re-Occupancy 2010 Reduce the Number of VB by Various Means | | Strong Alignment | Strong Alignment | Supportive | Supportive | | | HR, PED, Police, CAO & Fire | City Council & Mayor's Office | Partner | Steve Magner | 24 to 36 Month Effort |
| C. Combine Problem Property (case management) Effort Citywide | | Strong Alignment | Strong Alignment | Supportive | Supportive | | | HR, Police, Fire CAO | Bob Kessler | Lead | Pat Fish & Dick Lippert | Effective 1-1-07 |
| D. Rejuvenate and Emphasize the Citizen Service Program | Supportive | Strong Alignment | Strong Alignment | Supportive | Supportive | Supportive | | HR & All Depts & City Council | Bob Kessler | Lead | C. Rozek and P. McGinn | Eff.10-2-06 Fully Functional by 7-1- 07 |
| E. Improve Communication and Responsiveness for all Services | Supportive | Strong Alignment | Strong Alignment | Supportive | Supportive | Supportive | | Mayor's Office | Mayor's Office | Partner | Bob Kessler | Ongoing |
| F. Emphasize Enforcement in the Right of Way, Including Illegal Signs | | Strong Alignment | Strong Alignment | Strong Alignment | Supportive | Supportive | | Public Works & Police | Mayor's Office | Partner | Dick Lippert | Revised & Clarified 8-24-06 |
| G. Promote Sustainability and Conservation Through Various Means | | | Supportive | Strong Alignment | Strong Alignment | | | All Depts & Mayor's Ofc | Mayor's Office | Partner | Tom Riddering | Ongoing |
| H. Strengthen Heritage Preservation as Development Tool | | Strong Alignment | Strong Alignment | Supportive | Strong Alignment | Supportive | | PED | Heritage Preservation Commission | Partner | Amy Spong | Ongoing |
| Potential New Initiatives | | | | | | | | | | | | |
| P-1. Expand C of O Inspections for all Rental Housing | | Strong Alignment | Strong Alignment | | Supportive | | | Police, Fire CAO | Councilmember s Bostrom & Benavav | Lead | Steve Zaccard | Effective 2-1-07; Operational in 12 to 18 months |
| P-2. Require Hazard Repair when houses are sold | | Strong Alignment | Strong Alignment | Supportive | Supportive | | | PED, Fire, CAO | TISH Board | Lead | Connie Sandberg | Eff. 7-1-07: Fully Operational in 12 months |
| P-3. Improve Skyway Accessibility & Governance | | Supportive | Strong Alignment | Strong Alignment | Supportive | Supportive | | PED Real Estate | Mayor's Office & Business Review Council | Partner | ? | ? |
| P-4. Improve Regulation and Efficiency in Trash Hauling | | Strong Alignment | Strong Alignment | Strong Alignment | Strong Alignment | | | Public Works & CAO | Mayor's Office & Business Review Council | Lead | ? | ? |

The Big One

Create a Unified and
Responsive Department of
Safety and Inspections

Strategic Planning Process

Goal:

Develop a comprehensive, strategic plan outlining the process steps for merging safety and inspection services throughout the City, creating the Department of Safety and Inspections.

Goal Outcome

Develop a comprehensive, strategic plan outlining the process steps for merging safety and inspection services throughout the City, creating the Department of Safety and Inspections.

Saint Paul Department of Safety and Inspections

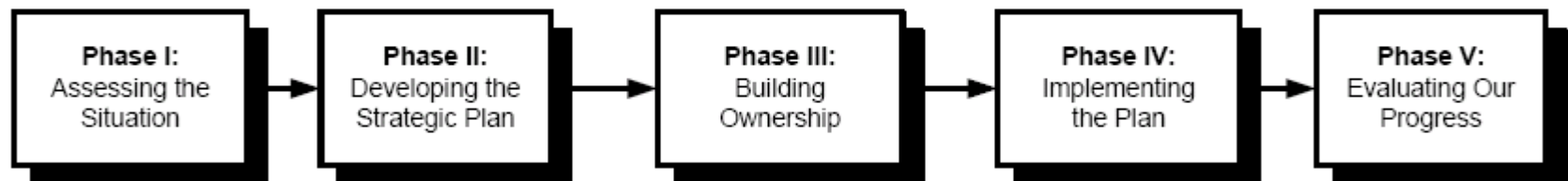
Strategic Planning Clarifying Our Future – Developing a Merger Plan

END RESULTS

- Understand and commit to a shared vision and mission for the Saint Paul Department of Safety and Inspections that begins to provide clear direction and guidance for operational functions.
- Clarify organizational values, expectations, roles, and responsibilities to improve organizational effectiveness.
- Prepare a Tactical Implementation Plan for the Department and the Divisions of the organization.
- Develop critical success factors and performance indicators to monitor effectiveness and performance.



Phases of the Transition Management Process . . .



Time Frame: Winter 2007 and Ongoing

Prepared by: Lee Turchin March 2, 2007

City of Saint Paul - Department of Safety and Inspections



Strategic Planning Process

(Vision, Mission, Values, Goals, and Strategies)

Purpose:

To develop a comprehensive, strategic plan to guide the DSI organization by May 30, 2007.

Process Steps:

- Conduct Employee Focus Groups before beginning Strategic Planning process.
- Develop a draft Strategic Plan based on focus group data.
- Seek stakeholders input and feedback.
- Create Tactical Implementation Plan(s), both department-wide and division-specific.
- Identify Projects and Project Manager(s).
- Evaluate and monitor progress.
- Adjust and finalize the Plan as needed.

Stakeholder Groups

Purpose:

To seek feedback and obtain input from the multiple internal and external stakeholders.

Possible Stakeholder Groups:

- DSI Employee Focus Groups
- Labor-Management Committee
- External Stakeholder Groups

Membership:

To be determined as strategic planning process unfolds.

Senior Management Team

Purpose:

To establish the strategic direction for the Department of Safety and Inspections, manage the day-to-day operations and the overall transition process, and connect the strategic plan to the daily work of employees.

Membership:

Comprised of the five Division Managers. The Departmental Accountant and Administrative Assistant.

DSI Management Team

Purpose:

To assist Senior Management in managing the day-to-day operations of the Department and to help guide the transition process within each functional area.

Memberships:

Comprised of Senior Management staff and all supervisory personnel for the combined DSI operation. This is approximately 20 plus people.

Transition Steering Team

Purpose:

To serve as the steering team for the transition process, guiding and managing the merger of safety and inspection functions of the City.

The Transition Team is advisory to the Senior Management Team and will be chosen once the draft Strategic Plan is finalized.

Membership:

Comprised of DSI employees who are subject matter experts who will assess implementation strategies from a big-picture perspective.

Phase I: Assessing the Situation

- Select a Transition Manager for the DSI change process. Work to establish relationships of trust and credibility within the organization.

Responsible: Mayor's Office, DSI Director, and HR Director by March 15, 2007.

- Review historical data and documents to determine the current state of action taken, what concerns have arisen, and what has been proposed or adopted to date.

[Responsible: Transition Manager for the change process by March 30, 2007.

Phase I: Assessing the Situation (cont'd)

- Identify the stakeholders for the change process and the role each of them plays.

Responsible: Transition Manager and DSI Management Team by March 10, 2007.

- Select a Departmental Project Manager(s) to assist the DSI Managers and the Transition Manager.

Responsible: DSI Department Director/Managers and the Transition Manager by March 22, 2007.

- Schedule meetings with the identified stakeholders to determine the level of concern and issues that need to be addressed as the change process begins. Lay out the general process for the stakeholders' future involvement.

Responsible: Director, Senior Management Team Members, and the Transition Manager together by April 15, 2007.

Phase I: Assessing the Situation (cont'd)

- Schedule and conduct Employee Focus Groups to solicit feedback from DSI employees before proceeding with the development of a Strategic Plan.

Responsible: Transition Manager with assistance from Robert Humphrey by April 15, 2007.

- Begin a “Best Practices” review to provide background for process mapping and process redesign.

Responsible: Designated Staff by June 30, 2007.

- Conduct a Customer Stakeholder Survey to determine what kind and level of service desired from DSI.

Responsible: Consultant by June 30, 2007.

Phase II: Developing a Comprehensive, Strategic Plan

- Establish a Strategic Planning Team comprised of 5-7 individuals. The recommendation is that this Strategic Planning Team be the Senior Management Team.

Responsible: Transition Manager and Department Director by April 1, 2007.

- Work with the Strategic Planning Team to craft a strategic plan:
 - Establish priorities and strategies.
 - Develop a communication plan.
 - Identify change management process steps, with priorities.
 - Set forth Critical Success Factors for the merger.

Responsible: Senior Management Team and Transition Manager by May 30, 2007.

Phase III: Building Ownership

- Present the draft strategic plan to stakeholders; seek feedback and input.

Responsible: Transition Manager and Senior and DSI Management Team during June 2007.

- Finalize the DSI Strategic Plan and share final document with the stakeholders.

Responsible: DSI Director and Managers by July 15, 2007.

Phase IV: Implementing the Plan

- Develop Tactical/Implementation Plans for each of the DSI Divisions and the organization as a whole.

Responsible: DSI Management Team, with guidance from the Transition Manager and Senior Management Team members by August 30, 2007.

- Continue communicating and building relationships with the stakeholders as implementation continues.

Responsible: Department Director, Management Team Members, and Transition Team members - Ongoing.

- Take steps to implement a comprehensive plan, beginning with the highest priority, greatest impact issues.

Responsible: Designated Project Managers, Transition Team, and Senior Management – Ongoing.

Phase V: Evaluating Our Progress

- Establish Critical Success Factors for the merger as a component of the planning process; determine what methodology will be used to evaluate success.

Responsible: Senior Management, Transition Team, and Designated Project Managers – Ongoing.

- Decide how frequently the evaluation will be done.

Responsible: Senior Management, with guidance from the Transition Manager.



Budget

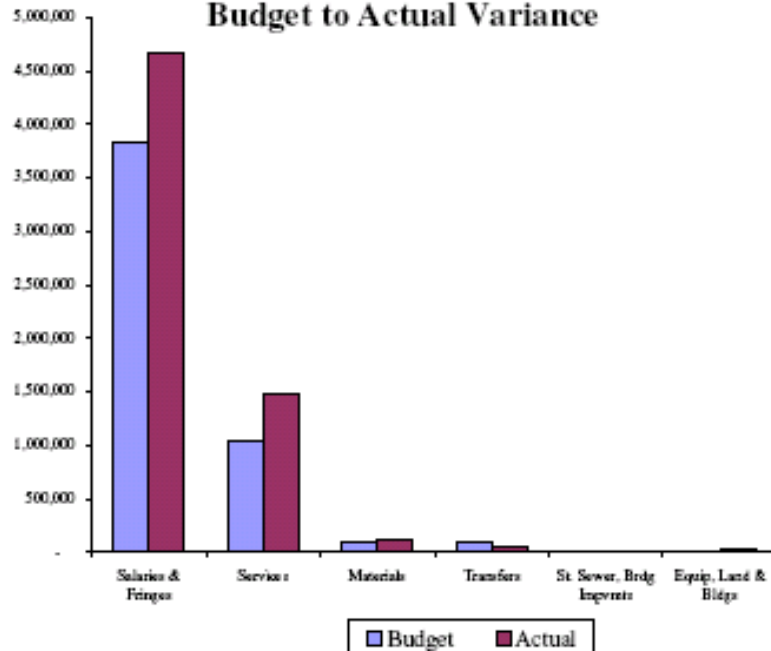


Adopted Budget vs. Actual Spending 2006

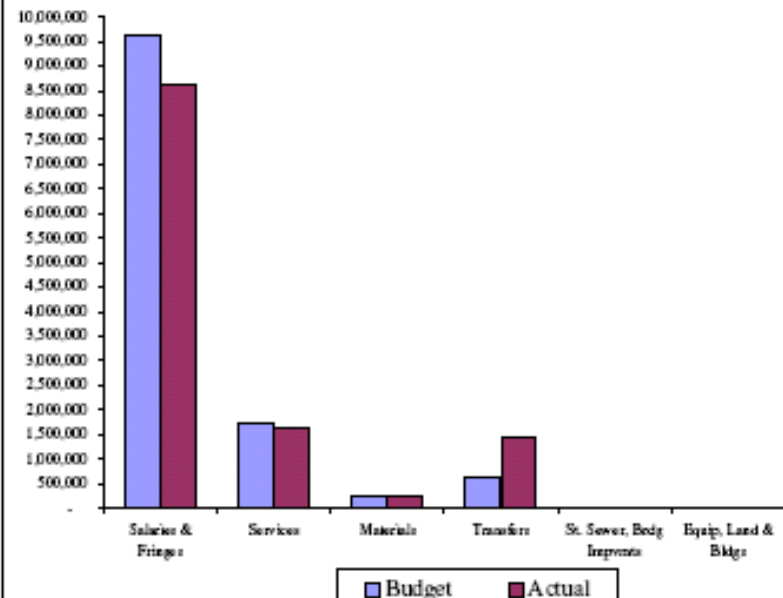
2006 DSI Adopted Budget vs. Actual Results

| | General Fund | | Gen Fund Bud-Act Var. | All Other Funds | | Other Funds Bud-Act Var. | Total | |
|-----------------------|------------------|------------------|--------------------------|-------------------|-------------------|-----------------------------|-------------------|-------------------|
| | Budget | Actual | | Budget | Actual | | Budget | Actual |
| Salaries & Fringes | 3,832,456 | 4,657,730 | (825,274) | 9,634,956 | 8,627,498 | 1,007,458 | 13,467,412 | 13,285,228 |
| Services | 1,031,759 | 1,486,066 | (454,307) | 1,719,981 | 1,638,631 | 81,350 | 2,751,740 | 3,124,698 |
| Materials | 101,337 | 106,008 | (4,671) | 227,989 | 249,156 | (21,167) | 329,326 | 355,164 |
| Transfers | 90,923 | 56,022 | 34,901 | 633,117 | 1,467,104 | (833,987) | 724,040 | 1,523,126 |
| St. Sewer, Bldg Impvr | 5,329 | | | | | | 5,329 | - |
| Equip, Land & Bldgs | | 30,213 | (30,213) | - | 21,675 | (21,675) | - | 51,888 |
| TOTAL | 5,061,804 | 6,336,039 | (1,279,564) | 12,216,043 | 12,004,064 | 211,979 | 17,277,847 | 18,340,104 |

General Fund Expenditures
Adopted
Budget to Actual Variance



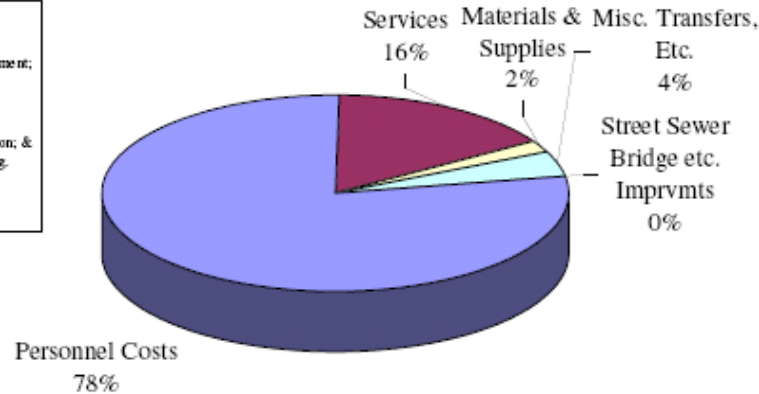
Special Funds Expenditures
Adopted
Budget to Actual Variance



DSI Spending by Object Code

2007 Adopted Budget (All Funds)

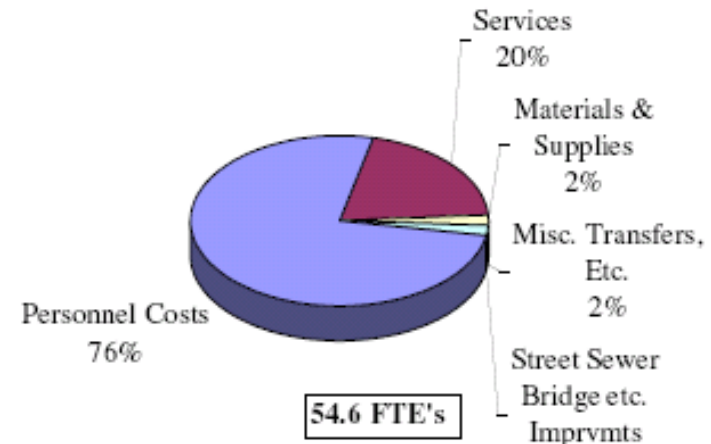
Funds Included:
General;
Property Code Enforcement;
Charitable Gambling
Enforcement;
License, Inspection &
Environmental Protection; &
Fire Protection Clothing.



105.7 FTE's

■ Personnel Costs
■ Services
■ Materials & Supplies
■ Misc. Transfers, Etc.
■ Street Sewer Bridge etc. Imprvmts

2007 Adopted General Fund Budget



54.6 FTE's

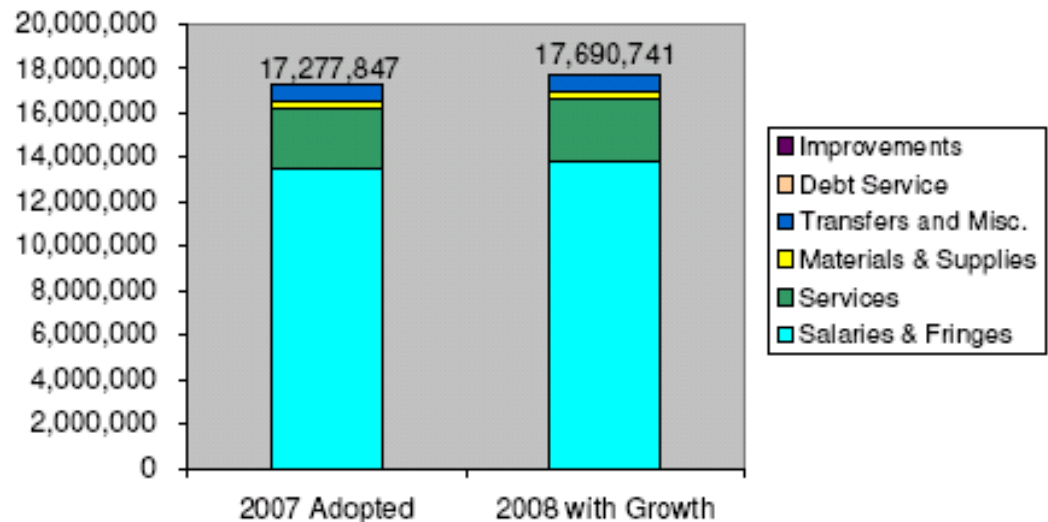
■ Personnel Costs
■ Services
■ Materials & Supplies
■ Misc. Transfers, Etc.
■ Street Sewer Bridge etc. Imprvmts

Spending by Major Object – All Funds

Dept of Safety & Inspection All Funds Spending by Major Object

| | Major Object | 2007 Adopted | Adjustments / Annualization | 2008 with Growth |
|---|----------------------------|-------------------|--------------------------------|---------------------|
| Dept. of Safety & Inspection | | | | |
| | Salaries | 9,980,383 | 0 | 10,229,893 |
| | Fringe Benefits | 3,487,029 | 0 | 3,574,205 |
| | Total Compensation: | 13,467,412 | 0 | 13,804,097 |
| | Services | 2,751,740 | 0 | 2,806,775 |
| | Materials & Supplies | 329,326 | 0 | 335,913 |
| | Transfers and Misc. | 724,040 | 0 | 738,521 |
| | Debt Service | 0 | 0 | 0 |
| | Improvements | 5,329 | 0 | 5,436 |
| | Capital Outlay | 0 | 0 | 0 |
| Total | | 17,277,847 | 0 | 17,690,741 |

Dept of Safety & Inspection Spending by
Object
(All Funds)

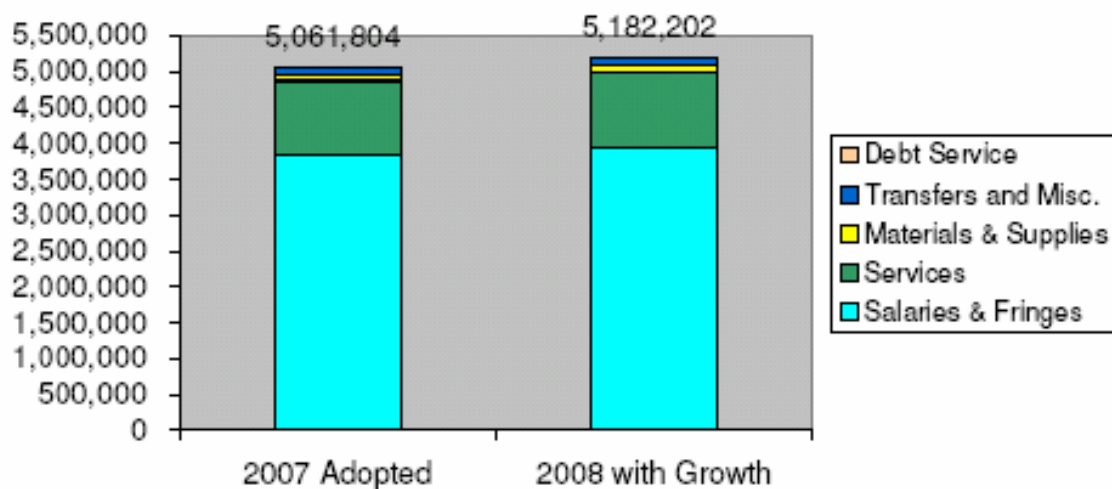


Dept of Safety & Inspection General Fund Spending by Major Object

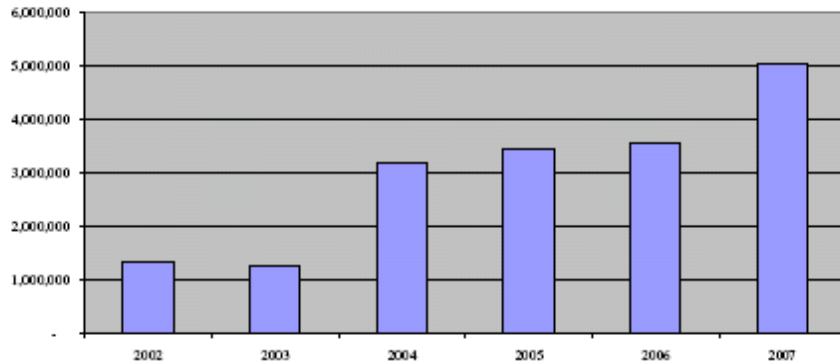
Spending by Major Object - General Fund

| | Major Object | 2007 Adopted | Adjustments / Annualization | 2008 with Growth |
|------------------------------|----------------------------|------------------|--------------------------------|---------------------|
| Dept. of Safety & Inspection | | | | |
| | Salaries | 2,915,402 | 0 | 2,988,287 |
| | Fringe Benefits | 917,054 | 0 | 939,980 |
| | Total Compensation: | 3,832,456 | 0 | 3,928,267 |
| | Services | 1,031,759 | 0 | 1,052,394 |
| | Materials & Supplies | 101,337 | 0 | 103,364 |
| | Transfers and Misc. | 90,923 | 0 | 92,741 |
| | Debt Service | 0 | 0 | 0 |
| | Improvements | 5,329 | 0 | 5,436 |
| | Capital Outlay | 0 | 0 | 0 |
| Total | | 5,061,804 | 0 | 5,182,202 |

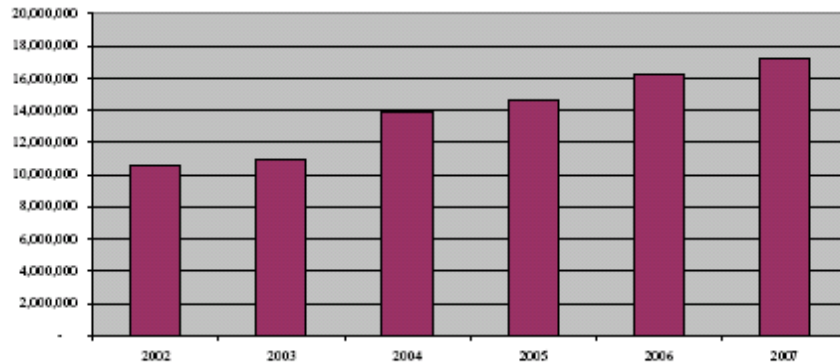
Dept of Safety & Inspection Spending by Object (General Fund)



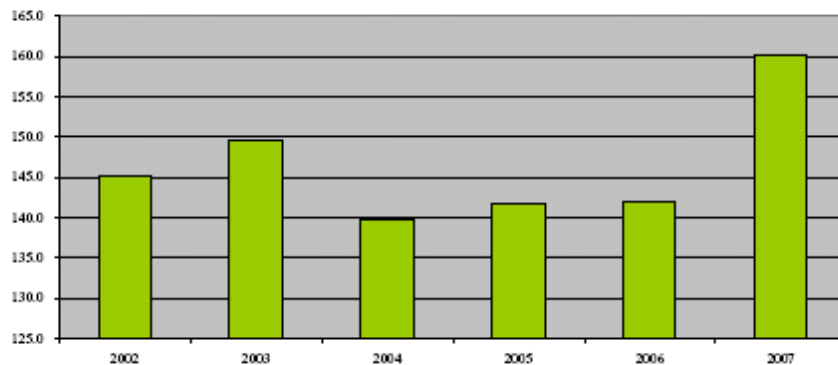
General Fund Expenditure History (2002 - 2007)



Expenditure History--All Funds (2002 - 2007)



Total FTEs (2002 - 2007)



DSI Expenditure History

Safety & Inspection

Department/Office Director: **ROBERT W KESSLER**

| | 2004 2nd Prior Exp. & Enc. | 2005 Last Year Exp. & Enc. | 2006 Adopted | 2007 Mayor's Proposed | 2007 Council Adopted | Change from Mayor's Proposed | |
|---|----------------------------------|----------------------------------|-----------------|-----------------------------|----------------------------|------------------------------------|------------|
| | | | | | | 2006 Adopted | |
| Spending By Unit | | | | | | | |
| 001 GENERAL FUND | 3,508,214 | 3,753,926 | 2,816,246 | 3,834,900 | 5,061,804 | 1,226,904 | 2,245,558 |
| 040 PROPERTY CODE ENFORCEMENT | 529,849 | 559,846 | 772,008 | 807,716 | 807,716 | | 35,708 |
| 167 CHARITABLE GAMBLING ENFORCEMENT | 349,185 | 295,566 | | 209,645 | 209,645 | | 209,645 |
| 320 LICENSE INSPECTIONS & ENV PROTECTIO | 9,287,784 | 9,917,268 | | 11,099,698 | 11,190,180 | 90,462 | 11,190,180 |
| 736 FIRE PROTECTION CLOTHING | | | | | 8,522 | 8,522 | 8,522 |
| Total Spending by Unit | 13,673,032 | 14,526,605 | 3,588,254 | 15,951,959 | 17,277,847 | 1,325,888 | 13,689,593 |
| Spending By Major Object | | | | | | | |
| SALARIES | 7,894,972 | 7,918,838 | 1,845,046 | 8,962,554 | 9,980,383 | 1,017,829 | 8,135,337 |
| SERVICES | 2,452,992 | 3,009,042 | 867,445 | 2,925,589 | 2,751,740 | -173,849 | 1,884,295 |
| MATERIALS AND SUPPLIES | 136,936 | 348,658 | 59,662 | 317,861 | 329,326 | 11,465 | 269,664 |
| EMPLOYER FRINGE BENEFITS | 2,993,086 | 2,916,334 | 576,513 | 3,248,692 | 3,487,029 | 238,337 | 2,910,516 |
| MISC TRANSFER CONTINGENCY ETC | 179,335 | 271,603 | 237,243 | 491,934 | 724,040 | 232,106 | 486,797 |
| DEBT | | | | | | | |
| STREET SEWER BRIDGE ETC IMPROVEMENT | | | 2,345 | 5,329 | 5,329 | | 2,984 |
| EQUIPMENT LAND AND BUILDINGS | 15,710 | 62,131 | 0 | 0 | 0 | | |
| Total Spending by Object | 13,673,032 | 14,526,605 | 3,588,254 | 15,951,959 | 17,277,847 | 1,325,888 | 13,689,593 |
| Percent Change from Previous Year | | 6.2% | -75.3% | 344.6% | 8.3% | 8.3% | 381.5% |
| Financing By Major Object | | | | | | | |
| GENERAL FUND | 3,508,214 | 3,753,926 | 2,816,246 | 3,834,900 | 5,061,804 | 1,226,904 | 2,245,558 |
| SPECIAL FUND | | | | | | | |
| TAXES | | | | | | | |
| LICENSES AND PERMITS | 10,032,427 | 8,670,499 | 4,300 | 9,044,201 | 9,044,201 | | 9,039,901 |
| INTERGOVERNMENTAL REVENUE | | | | | | | |
| FEES, SALES AND SERVICES | 2,362,612 | 2,068,023 | 349,804 | 2,074,480 | 2,074,480 | | 1,724,676 |
| ENTERPRISE AND UTILITY REVENUES | | | | | | | |
| MISCELLANEOUS REVENUE | 27,429 | 38,367 | 200,000 | 226,000 | 226,000 | | 26,000 |
| TRANSFERS | 198,762 | 173,747 | 200,000 | 251,820 | 263,342 | | 63,342 |
| FUND BALANCES | | | 17,904 | 520,558 | 608,020 | | 590,116 |
| Total Financing by Object | 16,127,444 | 14,704,562 | 3,588,254 | 15,951,959 | 17,277,847 | 1,325,888 | 13,689,593 |
| Percent Change from Previous Year | | -8.8% | -75.6% | 344.6% | 8.3% | 8.3% | 381.5% |

